

# A Study on Employee Wellbeing and Productivity in Xuzhou Construction Machinery Manufacturing (India) Private Limited with Reference to Chennai

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## ABSTRACT

The purpose of this research is to study the relationship between mental health and employee performance and productivity in the industry. The methodology used is a qualitative approach. Data collection was conducted based on a structured one to one interview method. An inductive narrative analysis method of analysing interview transcripts was used. The findings show that there was a significant relationship between employees' job performance and mental health. In the meantime, the study confirmed that the company don't put enough effort "in reality and on the ground" to maintain the mental health of their employees although it is, in some times, written in their policies. Based on the results, one can conclude that low mental health level among employees can reduce their performance. Managers should use proper methods to decrease the negative consequences resulted from the lack of mental health in workplaces and senior managers should put in more effort and include the mental health in their strategic and business plans.

**Keywords:** Mental health, employee performance, business strategy, employee wellbeing, mental health strategy

## INTRODUCTION OF THE STUDY

Manufacturing organizations play a vital role in economic development by contributing significantly to employment generation, industrial output, and technological advancement. These organizations operate in highly structured environments where efficiency, coordination, and productivity are critical for success. While much emphasis has traditionally been placed on machinery, technology, and process optimization, the human element remains a decisive factor in determining organizational performance. Employees in manufacturing settings often work under physically demanding conditions, strict deadlines, and hierarchical systems, making workplace interactions a key determinant of both productivity and well-being.

### Concept of Workplace Interaction Patterns

Workplace interaction patterns encompass the structure, frequency, and quality of interactions among employees within an organization. These patterns are shaped by organizational culture, leadership style, communication channels, job roles, and team dynamics. In manufacturing organizations, interactions are often task-oriented, focusing on coordination, supervision, and problem-solving. However, social interactions also play a significant role in building trust, cooperation, and a sense of belonging among employees.

Effective workplace interactions encourage open communication, mutual respect, and collaboration across different levels of the organization. Supervisors who maintain supportive and transparent communication can positively influence employee motivation and engagement. Similarly, strong peer relationships enable teamwork, knowledge sharing, and collective problem-solving, which are critical in manufacturing operations where coordination is essential.

## IMPORTANT OF EMPLOYEE WELLBEING

Focusing on employee wellbeing not only creates happier workers, it has a significant impact on the bottom line. Corporate wellbeing should always have its roots in the interests of your employees but it's important to consider the cost saving implications it can have on retention and more. The benefits of making wellbeing a top priority in the workplace are:

- Improved team focus
- Reduce of stress
- Increased job satisfaction
- Positivity among employees
- Improved general wellbeing

## SIGNIFICANCE OF THE STUDY

The study on workplace interaction patterns and employee well-being in manufacturing organizations lies in understanding how communication, teamwork, and interpersonal relationships influence employees' physical, mental, and emotional health. This study helps identify the impact of positive and negative interaction patterns on job satisfaction, stress levels, productivity, and employee retention in demanding manufacturing environments. The findings are valuable for management and HR professionals in designing healthier work cultures, improving collaboration, reducing workplace conflicts, and enhancing overall organizational performance through improved employee well-being.

## STATEMENT OF THE PROBLEM

The study is useful to find out the opinion of the workers about the employee and wellbeing in Xuzhou Construction Machinery Manufacturing (India) Private Limited. The study will predict the need of the guidance for employee mental health measures. Through the guidance we can improve the mental health and well-being of the firm. Research has given information about the employee health measures prevailing in the organization. Study will suggest some recommendations to improve the work environment, health measures and all other things in the working conditions.

## OBJECTIVES OF THE STUDY

### PRIMARY OBJECTIVE

A study the Workplace Interaction Patterns and Employee Well-Being: A Study of Manufacturing Organizations Xuzhou Construction Machinery Manufacturing (India) Private Limited

### SECONDARY OBJECTIVES

- To study the workers' health measures and work environment.
- To study the well-being among mental health benefits to the employees.
- To understand how mental health measures improve the motivation of the employees
- Health and emotional benefits provided to each and every employee in working environment.
- To ascertain the views of the employees in work related and health problem.
- To suggest measures for improvement of employees well-being in the industry

## SCOPE OF THE STUDY

- This study is on the various approaches to employee wellbeing and productivity provided by the company to their employees.
- This is an attempt to find out the level of satisfaction observed by the workers of the company regarding the health measures.
- The analysis and findings will be useful to improve the approach to employee mental health measures offered company.

- The analyses add to general feeling of satisfaction with the company and reduce employee's turnover in work environment.

## LIMITATIONS OF THE STUDY

- The study involves certain problem like employee's doesn't spent time to reply for the questions.
- Few employees are reluctant to give complete information.
- There were possibilities of ambiguous replies, omission of replies to certain questions.
- The sample size of the study was 150 respondents only.
- The result obtained from the analysis would not be applicable to similar organization in the industry.

## REVIEW OF LITERATURE

**Cooper and Sawaf (2022)** the answer of the question that why our emotions matter a lot was examined and explained with elaborated research. stated that emotions contain our historical backgrounds and experiences of lives, while our bodies and minds have no idea of such experiences of life. They explained the role of mental health and well-being in workplace and general life by stating that it will improve the workplace environment and our mutual relationships

**Kleiner (2023)** recommended quality of work, punctuality, performance and end-productivity to be accurate parameters to measure pointed out effective training, productivity and human resource judgment as other important aspects to measure. Robbins elucidated how job outcomes, actions, and personal traits acts as the main components to measure WP holistically.

**Roberts and Zeidner (2023)** explained mixed trait ability model to deal with personality-like traits along with emotional abilities. Identified five factors including Intra personal Ability, Interpersonal ability, Stress Management, Adaptability helps in recognizing the emotions of others, thus, nurturing leader with virtues of empathy, supportiveness, understanding and receptiveness towards team.

**Rotman (2025)** acknowledged use of well-being by educators, the government, businesses and society as one of the leading dependent variables as it depicts employee's behavior that significantly contribute to accomplishment of organizational goals in their work confirmed the effects of constructive HR practices on the concluded WP to be the end-result in human resource studies. Further, revealed that employee's motivation can enhance their performance by deploying ways including capacity building, increasing responsibility level, initiating positive attitude and introducing incentives

## RESEARCH METHODOLOGY

Research methodology simply refers to the practical "how" of a research study. More specifically, it's about how a researcher systematically designs a study to ensure valid and reliable results that address the research aims, objectives and research questions. To fulfil any task, it is necessary to follow a systematic method. Research methodology is the main aspect of research studies. The methodology follow by research is detailed here.

**A) Study Area:** The study area focuses on workplace interaction practices at Xuzhou Construction Machinery Manufacturing (India) Private Limited. It examines how communication patterns and organizational relationships influence employee well-being and job satisfaction within the manufacturing setup.

**B) RESEARCH DESIGN:** It is the design of study connected with technique for collection of data and analysis of data in a manner that aims to have relevance purpose.

## TYPE OF RESEARCH

**Descriptive research:** Descriptive research designs include surveys and fault finding enquires of different kinds. It deals with the state of affairs and is an exposit-facto research.

### C) SOURCE OF DATA

**Primary Data:** Primary data is collected through a well-structured questionnaire. The data is collected by administering, the questionnaire to the consumer directly and collecting the information immediately.

**Secondary Data:** Secondary data refers to data that is collected by someone other than the primary user. Common sources of secondary data for social science include censuses, information collected by government departments, organizational records and data that was originally collected for other research purposes. Data regarding company profile and product profile are collected from company records.

### D) SAMPLING TECHNIQUE:

Stratified random sampling has been chosen for selecting samples for the study. The entire Coimbatore was classified into different strata based on their geographical locations. Then from each stratum samples were selected in proportion to the size of the strata to make up a sample of 150.

**E) SAMPLE SIZE:** Sample size was chosen as 150, which is expected to reveal the exact facts regarding the perception of subscribers about the firm.

### F) ANALYTICAL TOOLS AND METHODS

The following statistical tools are used to analyze the collection of data.

- Percentage Analysis
- Chi – square Analysis
- Correlation Analysis
- Anova

## 4. DATA ANALYSIS AND INTERPRETATION

### PERCEPTION ON THE TOTAL WELFARE AMENITIES IN THE FIRM

TOTAL WELFARE AMENITIES	NO. OF RESPONDENTS	PERCENTAGE (%)
Highly satisfied	24	10.0%
Satisfied	53	35.3%
Neutral	51	34.0%
Dissatisfied	13	8.7%
Highly dissatisfied	9	6.0%
<b>TOTAL</b>	<b>150</b>	<b>100.0%</b>

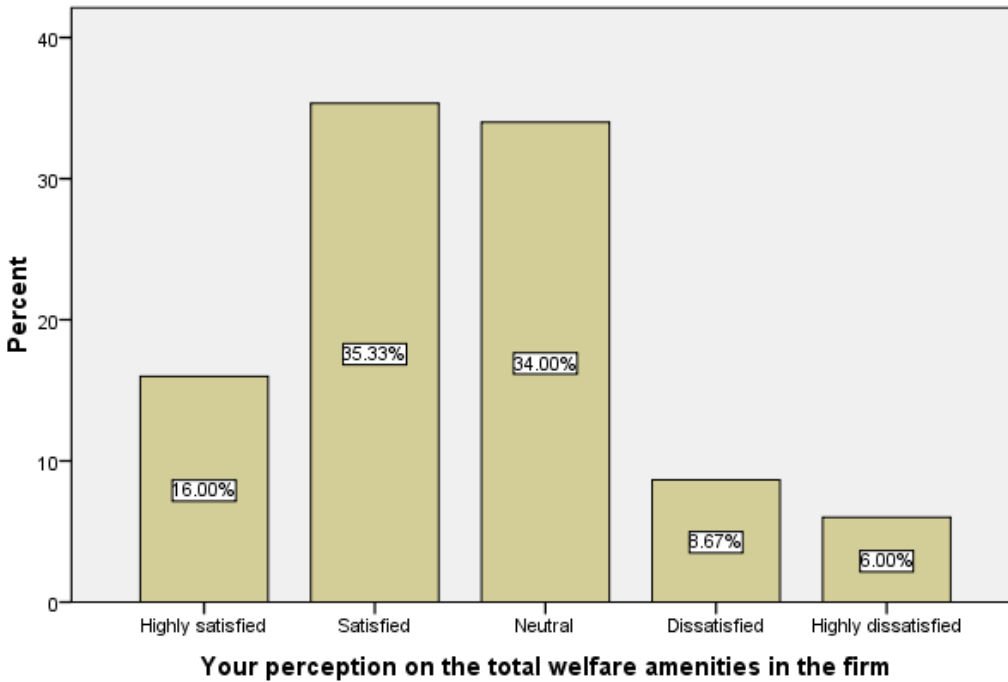
Source: Primary data

### INTERPRETATION

The above table shows that, 10.0% of the respondents are highly satisfied, 35.3% of the respondents are satisfied, 34.0% of the respondents are neutral, 8.7% of the respondents are firm of dissatisfied and 6.0% of the respondents are highly dissatisfied

Mostly 35.3% of the respondents are satisfied with the total welfare amenities

**PERCEPTION ON THE TOTAL WELFARE AMENITIES IN THE FIRM**



**HUMAN DEVELOPMENT PROCESS**

HUMAN DEVELOPMENT PROCESS	NO. OF RESPONDENTS	PERCENTAGE (%)
Life expectancy	18	12.0%
Adult literacy	44	29.3%
Decent standard of living	55	36.7%
Monetary benefit	26	17.3%
All the above	7	4.7%
<b>TOTAL</b>	<b>150</b>	<b>100.0%</b>

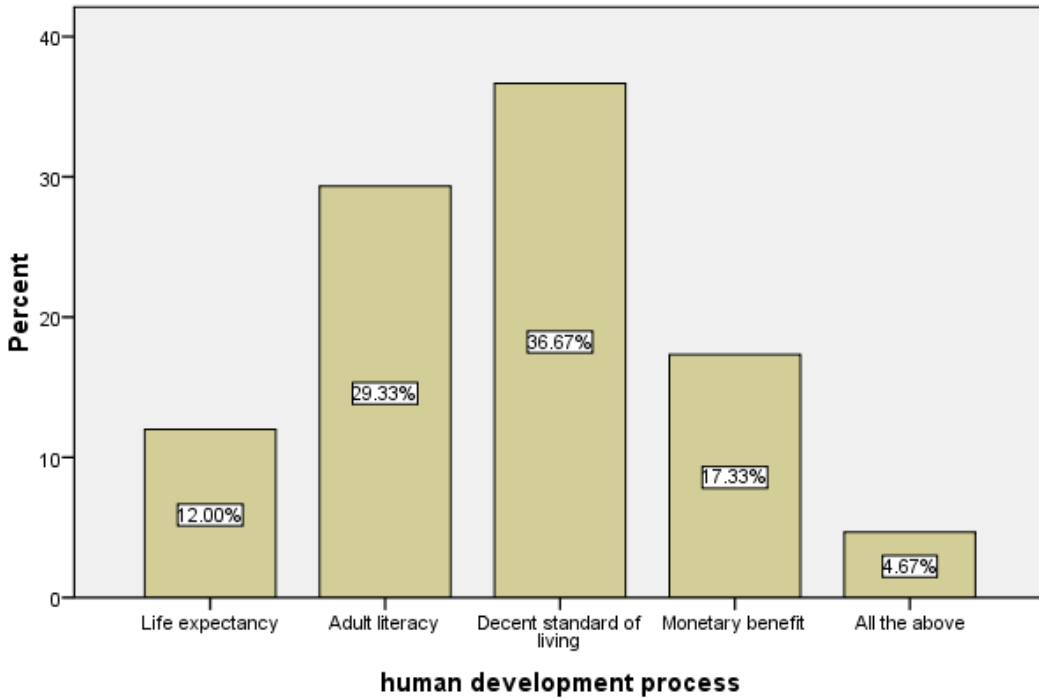
Source: Primary data

**INTERPRETATION:**

The above table shows that human development process, 12.0% of the respondents are develop life expectancy, 29.3% of the respondents are develop adult literacy, 36.7% of the respondents are develop decent standard of living, and 17.3% of the respondents are develop monetary benefit and 4.7% of the respondents are develop all the above

Mostly 36.7% of the respondents are develop decent standard of living process

**HUMAN DEVELOPMENT PROCESS**



**CHI – SQUARE ANALYSIS**

**NULL HYPOTHESIS**

**H<sub>0</sub>:** There is a significance relationship between Educational Qualification and Your perception on the total welfare amenities in the firm

**ALTERNATIVE HYPOTHESIS**

**H<sub>1</sub>:** There is no significance relationship between Educational Qualification and Your perception on the total welfare amenities in the firm

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.346E2 <sup>a</sup>	16	.000
Likelihood Ratio	238.413	16	.000
Linear-by-Linear Association	116.587	1	.000
N of Valid Cases	150		

**RESULT**

Since the calculated value is less than the table value. So we accept the null hypothesis. There is relationship between Educational Qualification and Your perception on the total welfare amenities in the firm.

**ANOVA ANALYSIS**

**NULL HYPOTHESIS**

**H<sub>0</sub>:** There is no significant relationship between objectives of labour health measure implement and Satisfied your accommodation and opinion about personal feelings.

**ALTERNATIVE HYPOTHESIS**

**H<sub>1</sub>:** There is a significant relationship between objectives of labour health measure implement and Satisfied your accommodation and opinion about personal feelings

**ANOVA**

No of Years in working service	Sum of Squares	df	Mean Square	F	Sig.
Between (Combined) Groups	105.989	4	26.497	147.861	.000
Linear Term	58.285	1	58.285	325.244	.000
Unweighted	103.596	1	103.596	578.090	.000
Weighted	2.393	3	.798	4.452	.005
Deviation	25.984	145	.179		
Within Groups	131.973	149			
Total					

**RESULT**

From the above analysis, we find that calculated value of the F-value 148.663 is a positive value, so H<sub>1</sub> accept. Since the P value 0.000 is less than < 0.05 regarding there is a significant relationship between Age and Monthly income. The results are **significant** at 5 % level

**SUGGESTIONS**

- Management should recruit more persons to reduce the job stress level of the employees
- Management should increase the cleanliness of the company as it is an important factor which will affect the health of the employees
- Majority of the employees are happy with their work assignment, job and compensation package. The HR person should maintain this so that all the employees will work at their best.
- It is also said by the employees that they are not happy with their advancement and job security. Opportunity for learning and training should be provided to the employees.
- To ensure the job security of the employees, the management should take the necessary action it will help the employees to give their full coordination to the HR.
- ESI should be provided to all the employees.
- Frequent rewards and incentives should be provided to the employees. It will motivate the employees.
- Work timing should be specified and shifts should be allocated systematically to the employees by the management.

**CONCLUSION**

Employee well-being refers to physical, mental, emotional well-being of the employee. The company is good at handling various employee well-being techniques related to psychological and emotional well-being of the employees. They should also concentrate on the physical well-being of the employee as it is a very important factor which will

affect the psychological and emotional well-being of the employee also. To ensure the physical well-being of the employee various suggestions has been given it is required to be followed by the company to promote the efficiency of the employees in the organization. And they have to recruit additional employees to reduce the work burden.

Welfare facilities provided to the labours was found to be satisfactory. It has been found from the study that the worker had a positive attitude towards their job and management. The study conducted also revealed that a majority of the workers of Xuzhou construction machinery manufacturing (india) private limited at Chennai, were satisfied with their job and work environment. The relationship with the supervisors and the co-workers also provides conducive work environment for the workers. The study therefore highlights the various aspects on welfare facilities provided satisfaction for the labours.

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